

Arizona Commission of Indian Affairs

2000-2001 Annual Report

*Report to the Governor and the
Arizona Legislature
September 1, 2001*

COMMISSIONERS

CHAIRMAN

Paul Nosie, Jr.
San Carlos Apache Tribe

VICE-CHAIRMAN

Todd Honyama, Sr.
Hopi Tribe

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Non-Indian Member

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Navajo Nation

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Colorado River Indian Tribes

Johnny Endfield
White Mountain Apache Tribe

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Governor of Arizona

The Honorable Janet Napolitano
Arizona Attorney General

The Honorable Jaime Molera
Arizona Superintendent of Public Instruction

Catherine Eden
Acting Director, Arizona Department of Health Services

Mary Peters
Director, Arizona Department of Transportation

John Clayton
Director, Arizona Department of Economic Security

Margie Emmermann
Director, Arizona Department of Commerce

Mark McDermott
Director, Arizona Department of Tourism

Photos by Debra Krol unless otherwise credited

Letter from the Board Chairman

Greetings,

On behalf of the Commissioners and staff, it is my pleasure to present the Arizona Commission of Indian Affairs' (ACIA) 2000-2001 Annual Report. I have been privileged to serve on the Board and oversee the Commission's operations since 1997.

As a result of our board's and staff's hard work, we obtained a 10-year extension for ACIA, the maximum allowed by law. On behalf of the Board, I would like to extend our thanks to our many stakeholders, as well as state agency officials, the Arizona State Legislature, and Governor Hull for their help and support with the reauthorization process. In just two and one-half years, ACIA has transformed itself from an agency on the brink of dissolution to a viable player in tribal-state relations.

In addition to extending the agency, we hosted the 21st Arizona Indian Town Hall on the issues associated with bringing the promise of the New Economy to tribal communities. We also continued our Town Hall Meetings, bill tracking and legislative technical assistance programs, and workshops on taxation issues.

ACIA hails the formation of a dedicated legislative committee on Native American affairs, which will further the enhancement of effective tribal-state relations.

The Commissioners wish to commend Executive Director Ron S. Lee and the rest of the ACIA staff for another great year of serving as the liaison between the State of Arizona and the 21 Indian Tribes/Nations of Arizona.

We look forward to working with the tribes and state in 2000-2001 toward further fulfilling our mission of "building partnerships to enhance government to government relations, community and economic prosperity for the 21 Indian Tribes/Nations of Arizona."

Sincerely,

Paul Nosie Jr.

Chairman



EXECUTIVE STAFF**EXECUTIVE DIRECTOR**
Ron S. Lee**BUSINESS DEVELOPMENT
REPRESENTATIVE**
N. Levi Esquerre**PROJECT SPECIALIST**
Debra Utacia Krol**ADMINISTRATIVE SECRETARY**
Lola Pepion Allison**Letter From the Executive Director****Greetings,**

On behalf of the board members and staff at the Arizona Commission of Indian Affairs, I am glad to present to you our 2001 Annual Report.

In today's global economy, developing and maintaining good intergovernmental relations with other countries has become one of our nation's priorities. As a result, various forms of cooperative or trade agreements continue to be negotiated in order to stay competitive in the global market.

Locally, maintaining good intergovernmental relations with Arizona's 21 Indian Tribes/Nations can be one of our state's priorities to maintain a healthy economy.

Within the past couple of years, studies work to understand Arizona's changing economy, now referred to as the "New Economy." This concept forces us to rethink about our economic tools of current technology, knowledge, alliances, places and people, to name a few. As a result, people are working together to take advantage of technology and networks in various forms, providing opportunity for citizens.

As Arizona communities continue to rethink their economic approaches, the Arizona Commission of Indian Affairs assisted Arizonans by holding its 21st Arizona Indian Town Hall on the "New Economy." We found that most tribal communities were not familiar with the meaning of the term "New Economy," but recognize the need to access the Internet for government and educational purposes. Because tribal communities still lack some basic infrastructure, such as telephone service, they are not able to take full advantage of the "New Economy."

We at the Arizona Commission of Indian Affairs will work towards our mission and goals to improve communications and relations in tribal-state relations using New Economy principles of linking, learning, leading and living to give tribal communities the opportunity to participate and benefit from the New Economy.

On behalf of our board and staff, thank you for your continued support of ACIA and look forward to working together to improve community relations, including Arizona's 21 tribal communities.

Respectfully,

Ron S. Lee
Executive Director



Arizona Commission of Indian Affairs An Arizona State Agency A.R.S. 41-541 to 543 History and Profile

ACIA—formed in the midst of Indian policy turmoil

The 1950s is known to Indian history scholars as the “termination era.” This decade saw a shift in Federal Indian policy. Many tribes’ sovereign relationships with the Federal government were severed, and the government offered tribal members ‘relocation’ settlements to move to urban areas. Other policies attempted to further reduce Indian sovereignty and societies. Public Law 280, a Federal statute enacted in 1953, shifted oversight of Indian programs ranging from law enforcement to air pollutions reduction to California, Minnesota, Nebraska, Oregon, Wisconsin, and Alaska with no funding to relieve these states of the added burden. Other states, such as Arizona, were given the option of assuming jurisdiction in these areas over tribal lands.

During this era, the Arizona Commission of Indian Affairs (ACIA) was formed in 1953 to “consider and study conditions among the Indians residing within the state.”

Twenty-two years later, Federal Indian policy shifted from termination to self-determination with the passage of Public Law 93-638, the Indian Self-Determination and Education Assistance Act. As a result of these policy shifts, ACIA lacked direction and focus.

A new direction for ACIA

In 1986, the Arizona Legislature gave ACIA a new mission, as the State’s liaison with the 21 Federally recognized Indian Tribes/Nations. State leaders felt that ACIA’s work could help foster enhanced tribal-state communication, leading to better relationships between the tribes and state agencies. ACIA’s legislatively mandated activities now include:

- Assembling facts needed by tribal, state, and federal agencies to work together effectively;
- Assisting the State in its responsibilities to tribes by making recommendations to the Governor and Legislature;
- Conferring and coordinating with other governmental entities and legislative committees regarding Indian needs and goals;
- Working for a greater understanding and improved relationships between Indians and non-Indians by creating an awareness of the needs of Indians in the State;
- Promoting increased participation by Indians in state

(Continued on page 6)

ACIA Timeline

- 1953:** *State of Arizona forms the Arizona Commission of Indian Affairs to “consider and study conditions among the Indians residing within the state.” ACIA’s first Executive Secretary is Charles F. Gritzner*
- 1960s:** *Civil Rights Era—This unsettled time in American history ends with the dawn of the Indian self-determination era*
- 1971:** *ACIA’s second Executive Secretary, Clinton M. Pattea, takes office*
- 1975:** *Passage of Public Law 93-638; beginning of ‘self-determination’ era for Indian tribes*
- 1986:** *Arizona Legislature gives ACIA a new mission: liaison between the State and the 21 Indian Tribes/Nations of Arizona*
- 1987:** *First Executive Director, Tony Machukay (formally appointed by the Governor and confirmed by the Arizona State Senate, 1989)*
- 1996:** *Eleanor Descheeny-Joe appointed ACIA’s second Executive Director*
- 1998:** *Ron S. Lee assumes the office of Executive Director*
- 1999:** *Indian Town Hall incorporates Legislative Process Workshops with post-Indian Town Hall Meetings*
- 2001:** *Arizona Legislature grants ACIA a 10 year extension, the maximum permitted by law*

ACIA History and Profile

(Continued from page 5)

- and local affairs; and
- Assisting tribal groups to develop increasingly effective methods of self-government.

New staff, technology brings ACIA into the 21st Century

In September 1998, Arizona Governor Jane Dee Hull appointed Ron S. Lee as ACIA's third Executive Director. Over the following three years, Lee initiated many changes in the agency's activities.

Lee reenergized the moribund Arizona Indian Town Hall with more relevant topics and techniques borrowed from the venerable Arizona Town Hall. He also took the Indian Town Hall to its logical next step: post-Town Hall meetings, combined with the popular Legislative Process Workshops, which educate tribal community members on engaging in the legislative process. By holding post-Indian Town Hall meetings in tribal communities, more tribal members have an opportunity to learn about and participate in government.

In accordance with the Commission's authority in ARS 41-541 (F) authorizing it to apply for outside funding to assist in ACIA operations, Lee obtained sponsorships to hold the Indian Town Hall and pay for the annual Resource Directory after legislative appropriations proved to be inadequate.

Other innovations under Lee's tenure:

- ACIA's Web site, www.indianaffairs.state.az.us, features a Bill Tracking page, breaking news and tribal information;
- A computer local area network (LAN) and computerized database within the agency, which greatly increases staff communications and productivity;
- Staff members who have more than one skill, which enables the agency to accomplish more tasks with a limited staff

As a result of these changes, the 45th Arizona State Legislature enacted HB 2308, giving ACIA a 10-year extension, the maximum permitted by law.

ACIA's structure

The Commission consists of 17 members, including seven Indian and two non-Indian Commissioners appointed by the Governor, and eight ex-officios who serve by virtue of their office. Currently, the ACIA Board has three vacancies. Statutes require that the Commission hold one meeting each quarter; the Board Chairman may call for additional meetings as needed.

The Board and Governor appoint the Executive Director, who administers the agency. ACIA is currently budgeted for

four full-time employees: the Executive Director, the Business Development Representative, the Project Specialist and the Administrative Secretary.

ACIA activities



Governor Jane Dee Hull [seated] signs ACIA extension bill. Standing [l-r]: Debra Krol, Armando Roman, Levi Esquerria, Lola Allison and Ron Lee of ACIA; Rep. Sylvia Laughter and Rep. Jeff Hatch-Miller. (courtesy Governor's Office)

ACIA engages in a number of activities to fulfill its mission. On any given day, ACIA staffers may direct prospective tourists to the appropriate cultural or visitor's center; answer requests for information on tribes or tribal lands; work with other state agencies to facilitate meetings with tribal officials; update the Web page; prepare for workshops or presentations; and, during the legislative session, help community members with bill tracking, prepare fact sheets on bills and post new information on bills that may affect tribes.

ACIA sponsorships and partnerships grow

Over the past three years, ACIA has garnered support from many sources. Indian Town Hall, post Town Hall, workshop and strategic plan meeting sponsors include **American Indian Report, Arizona Native Scene, Bank One, Community First National Bank, Ft. McDowell Yavapai Nation, Gila River Casinos, Hon Dah Resort, Kinko's, Miller, Allen and Co., Scottsdale Community College, Osborn Maledon, San Carlos Apache Tribe, VIAD Corporation, Wells Fargo Bank, White Mountain Apache Tribe, Yavapai Apache Nation**, and the **Yavapai Prescott Tribe**. ACIA also works closely with the **Center for American Indian Economic Development**, the **American Indian Institute**, and the **American Indian Studies** program at the three state universities, the **Arizona American Indian Tourism Association**, and many other Native organizations. ACIA actively seeks more private business, non-profit, and/or governmental entities with which to work to further its mission of "building partnerships to enhance government-to-government relations, community and economic prosperity for the 21 Indian Tribes/Nations in Arizona."

ACIA's Strategic Path to Success

On August 3 and 4, 2001, ACIA board members and staff met at Apache Gold Resort in San Carlos to refine and update its Strategic Plan. This plan aids the Commission in fulfilling its mission. At the meeting, San Carlos Chairman Raymond Stanley stated that "[ACIA] is an important entity within the state." Stanley praised ACIA Board Chairman Paul Nosie, Jr., calling him a man of integrity. The chairman also noted that "it's time to put Native Americans into higher office, and as state legislators," by inspiring younger tribal members to run for office.

ACIA's three-year plan incorporates two major goals:

Goal 1: Build partnerships/improve communications between and among Arizona Tribes and State government

Goal 2: Develop and improve economic opportunities for Arizona Indian tribes

Performance measures give the Commission a means to gauge its progress in achieving the plan's larger goals. ACIA has met or exceeded many of its performance measures. The following table shows the agency's progress over the past two years:

Goal 1 Performance Measures	FY 2000 (projected)	FY 2000 (actual)	FY 2001 (projected)	FY 2001 (actual)	FY 2002 (projected)
• Publish and disseminate a quarterly newsletter	4	4	4	4	4
• Publish and disseminate a tribal resource directory	1	1	1	N/A	1
• Tribal representation at the Arizona Indian Town Hall (21 tribes total)	18	17	17	16	18
• Increase ex-officio representation at the Arizona Indian Town Hall	6	5	5	3	6
• Number of Native Americans serving on state boards/commissions	2	2	2	2	4
• Presentations and training sessions at educational institutions to educate students on Native culture, tribal governments and tribal state relations	6	6	4	7	6
Goal 2 Performance Measures	FY 2000 (projected)	FY 2000 (actual)	FY 2001 (projected)	FY 2001 (actual)	FY 2002 (projected)
• Workshops to train tribal economic development staff on available state programs and services	2	2	2	2	5
• Meet with key staff on economic development issues, concerns, and needs	10	10	11	11	12
• Presentations and training sessions at education institutions to educate students on tribal economic development, entrepreneurship and leadership	4	6	4	4	6
• Percent of tribes, legislators, and state agencies rating commission information and referral services as good or better	N/A	N/A	Establish baseline	80	88

2000-2001 Summary of Achievements

Governor signs ACIA continuation bill

On May 30, 2001, Governor Jane Dee Hull signed HB 2308, which continues ACIA for ten years, the maximum allowed by Arizona law. This event capped a two and one-half year effort by ACIA Executive Director Ron S. Lee to reverse the agency's course and give it new direction.

Tribes also recognize the importance of ACIA. In his State of the Navajo Nation Address, President Kelsey Begaye noted: "Without the assistance of the Commission and Mr. Lee, it would be difficult for the Navajo Nation and other tribes to establish the rapport and relations with our elected leaders."

Hopi Chairman Wayne Taylor Jr. sent a letter of support to the legislative committee that recommended ACIA's continuation. The letter said that ACIA helped tribal governments obtain transportation funding through counties, "which was not previously available;" held a quarterly board meeting at Kykotsmobi, which helped fulfill the commission's commitment to reach out to Arizona tribes; and conducted a tax workshop in Flagstaff on tribal-state tax issues.

21st Indian Town Hall tackles New Economy



Belinda Nelson, GM of GRTI

The 21st Arizona Indian Town Hall, "Tribal-State Partnerships in the New Economy," brought together representatives from 16 tribes, tribal, state and federal agencies, private firms, educational institutions and communities to discuss and development recommendations on how to best make use of New Economy concepts in tribal communities.

Featured speaker Belinda Nelson, Pima,



Commerce Director Jackie Norton speaks at the Indian Town Hall

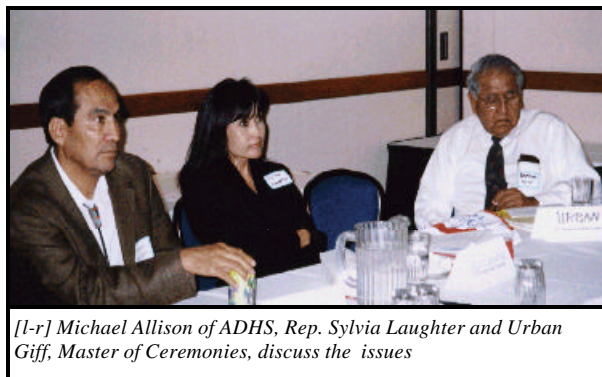
said, "In the non-Indian world, the New Economy is dotcoms, mergers, the stock market, technology and competition.

"Indian Country's New Economy is infrastructure, technology, jobs and the Internet." Nelson is general manager of Gila River Telecommunications, Inc. (GRTI).

Arizona Commerce Department Director Jackie Norton sparked lively discussions with an overview of the community assessment process: "What do we want to be? And how do we want to get there?"

Some of the recommendations made in this year's Indian Town Hall Report include:

- Strong collaborations between businesses and tribal governments



[l-r] Michael Allison of ADHS, Rep. Sylvia Laughter and Urban Giff, Master of Ceremonies, discuss the issues

should be created to enhance economic development and growth

- Tribes acknowledge the Arizona State Legislature for creating the Native American Affairs Committee, and the Arizona Commission of Indian Affairs (ACIA) for their work in crafting a proactive approach to educating the state on tribal issues and coordinating activities for tribes
- The tribes and state should work together to resolve taxation issues in the interest of creating a friendlier business climate
- The tribes and state should work together to resolve taxation issues in the interest of creating a friendlier business climate



[l-r] Amelia Flores, Colorado River Indian Tribal Archivist, Ft. McDowell Yavapai Nation Pres. Clinton Pattea, and Governor Hubert Lewis of Upper Moencopi Village

- The Federal communications Commission (FCC) should continue to implement and fund tribal provisions of the Telecommunications Act of 1996

Other featured speakers included Edward Groenhout, vice president of strategic initiatives, Northern Arizona University, and Gail Howard, director of economic development at the Morrison Institute.

Also present: five staff members from the New Mexico Office of Indian Affairs. Newly-appointed executive director Terry Aguilar came to observe the Arizona Indian Town Hall process for possible adoption in New Mexico.

The complete Indian Town Hall Report is available on our

2000-2001 Summary of Achievements

Web site, or call for a hard copy.

GRTI and ACIA showcase telecommunications partnerships

As a result of this year's Indian Town Hall, GRTI's board is working with ACIA to garner the support of the state during the next Indian Telecom Training Initiative (ITTI) conference, to be held in September.

ITTI is an information resource for tribal leaders and other parties interested in working to increase telecommunications services to tribal residents.



Gov. Hull meets with Navajo Elders at the State Capitol

Legislative technical assistance program continues

ACIA staffers assisted tribal community members during the 45th Arizona Legislative session to navigate the legislative process. The staff helped with bill tracking, arranging meetings with legislators and their staff, alerting bill advocates of breaking developments, and providing technical assistance with preparing fact sheets on bills. ACIA also has a conference room available for use by tribal governments and community members.

Although few tribal bills passed this session due to shortfalls in state revenue projections, community members who made use of ACIA's legislative services were pleased with the services provided. Lorraine Lee, board president of the Wide Ruins Community School, said, "We're grateful to ACIA for their help in helping us with our school transportation bill."

ACIA also continued to refine its legislative bill tracking service. Tribal community members and government agencies can now monitor their bills' passage by simply clicking on the bill number. Check out www.indianaffairs.state.az.us to see how the system works.

ACIA helps organize Native artists' conference

ACIA was asked to assemble and monitor an hour-long panel on state and federal Native arts and crafts laws for the Gila River Artists' Conference. The conference, held at the Gila River Indian Community on June 6, 2001, was designed to give Gila River artists information on current issues facing Native artists today, including Native American Arts & Crafts law, importation/exportation of Native art and new technology that can be accessed by Native artists.

ACIA staffer Lola Pepion Allison assembled a panel made up of representatives from the state Attorney General's Office, the U.S. Customs Office and the Office of the Secretary of State. A representative from the U.S. Patents Office was unable to attend, but sent information. Each representative gave an overview of how they can work with Native American artists by upholding the Arts and Crafts laws (both state and federal).

NA Affairs Committee works with ACIA on tribal bills

The newly-formed House Native American



Reps. Sylvia Laughter and Jake Flake, co-chairs of the House Native American Affairs Committee

can Affairs Committee worked with ACIA on a number of issues during the 45th Arizona Legislature's regular session. The Commission also noted an increase in requests from both legislators and their support staff as ACIA's credibility and reputation grows. Working with both state and tribal entities contributes to the fulfillment of ACIA's statutory mission.



ACIA Board Secretary Eric Sexton

Staffers continue work with the community

ACIA's board and staff members continue to give back to communities in a number of ways:

- In 2000, ACIA joined the Indian Health Care Consortium (IHCC). IHCC brings together tribal, state, and Federal health care personnel to coordinate efforts to share information and news, and to help facilitate efforts to increase the quality and delivery of health care to tribal members throughout the state.
- Lola Allison serves on the Native American Recognition Days commit-



ACIA Newsletter Editor Debra Krol and former SSA Commissioner Kenneth Apfel, 2000

tees, and continues her work as

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2000-2001 Summary of Achievements

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ACIA's Native arts liaison.

- Debra Krol was awarded a certificate of appreciation from the City of Phoenix for her work on the Census 2000 Media Committee.

ACIA joins forces with Federal agencies to share information

Over the past year, ACIA has worked with several Federal agencies, assisting them in providing information to tribal communities about their programs and services. ACIA worked with the Social Security Administration (SSA) to disseminate news on new and continuing SSA services to Elders, surviving and disabled tribal members.

The U.S. Department of Housing and Urban Development (HUD) collaborated with the *ACIA Newsletter* on an article about new housing programs, and sent Paul Jurkowski of the Office of Native



ACIA Vice-Chairman Todd Honyaoma and Board Member Richard K. Begay

American Programs to give a presentation on the 184 loan guarantee program at ACIA's quarterly board meeting.

Theresa Nosie, Internal Revenue Service (IRS) agent, gave presentations on tribal taxation issues at both a board meeting and the ACIA Strategic Planning Session in San Carlos.

And ACIA staffers helped Congressman Patrick Kennedy (D-R.I.) make his trip to Northern Arizona a reality by helping arrange itineraries with Hualapai, Havasupai and Navajo tribal officials.

Governor issues Urban Indian Summit, Basketweavers Gathering proclamations

This past year, Lola Pepion Allison, ACIA administrative secretary and Native arts liaison, assisted the Tohono O'odham Basketweavers' Association and the Urban Indian Summit Committee in obtaining gubernatorial proclamations for the Gathering of Basketweavers and the Urban Indian Summit. Proclamations by the Governor help promote and support these vital Native events.

ACIA works with the Southwest Tribal TANF Coalition, ITCA on PRWORA reauthorization

When Alex Yazza, director of Navajo Nation TANF, asked ACIA Executive Director Ron Lee to help form a coalition of Arizona tribal TANF programs, Lee didn't hesitate. The Southwest Tribal TANF Coalition (SWTTC) is gearing up to give Arizona tribes a voice next year, when Congress will hear the Personal Responsibility and Work Opportunities Reconciliation Act (PRWORA), popularly known as welfare reform.

ACIA is also collaborating with the Inter Tribal Council of Arizona (ITCA) on planning and development of the 11th Annual Indian Child and Family Conference, to be held October 9-11. This year's theme is "PRWORA Partnership: Take Charge of Your Nation's Destiny."

ACIA Executive Director appointed to Navajo study committee

Ron Lee, ACIA executive director, was appointed to the Navajo Nation Legislative Study Committee. The group formed as a result of SB 1342, sponsored by State Sen. Jack Jackson, and State Reps. Sylvia Laughter and Albert Tom.

The committee will examine the historical and political facets of the relationship between the Navajo Nation and the State of Arizona, and is expected to serve as a model for other similar studies.



Navajo Code Talkers speak at the anti-Prop. 203 rally, October 2000

ACIA assists tribes and community members to express their opinion

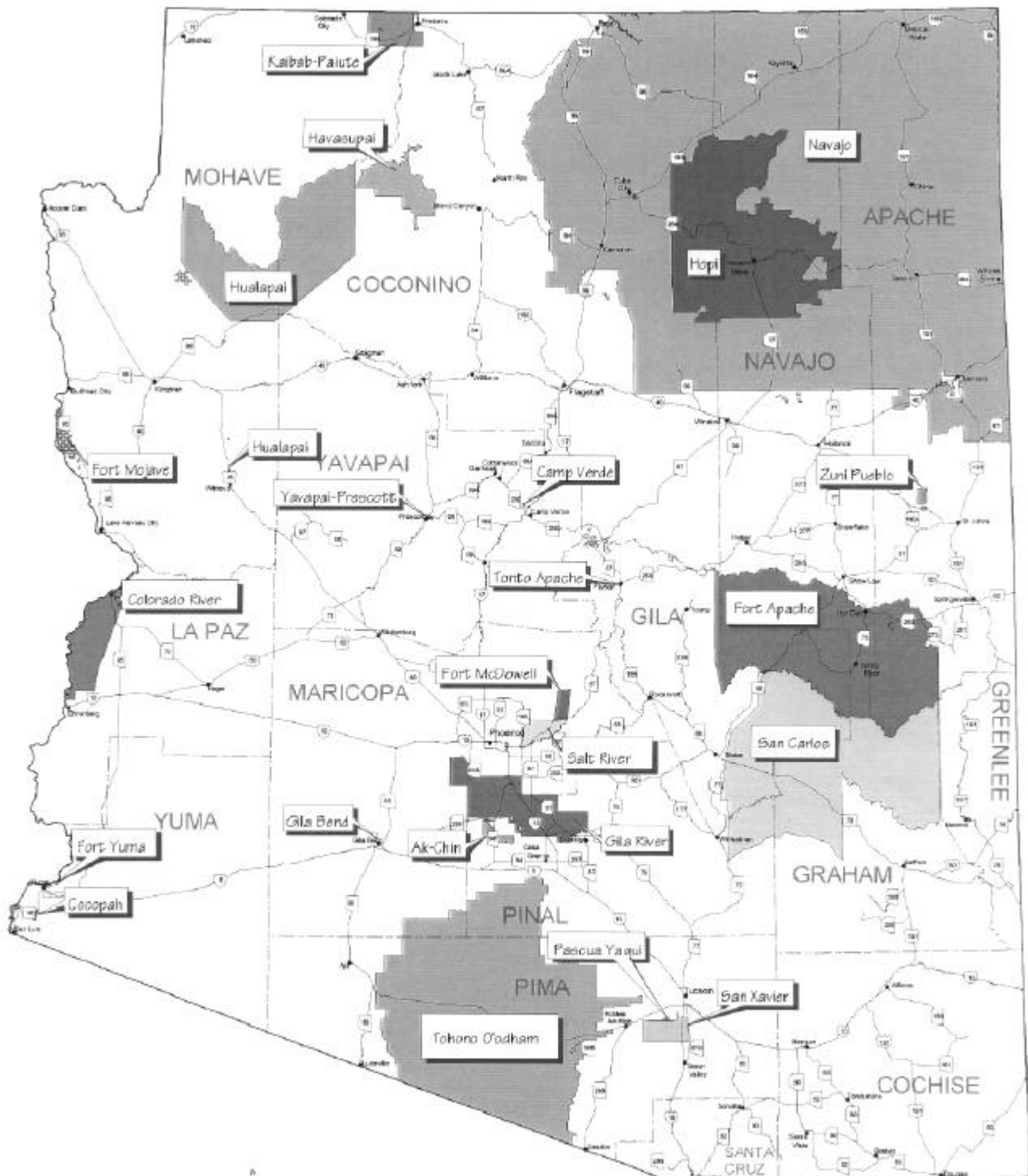
In October 2000, Arizona's Indian Tribes/Nations held a historic march and rally at the Arizona State Capitol to raise awareness and express their opposition to Prop. 203, the "English-only" initiative. Although ACIA does not lobby for or against specific bills or propositions, the



Piipaash Singers at the anti-Prop 203 rally

agency is charged with "promoting increased participation by Indians in state and local affairs." ACIA helped obtain the necessary permits and police assistance for the march organizers. Police estimated that 750-1000 people participated in the march and rally.

Arizona Indian Reservations



Arizona Department of Transportation
Transportation Planning Division



Profile of Arizona Indian Tribes/Nations

By Debra Utacia Krol, ACIA Newsletter Editor

With 21 Federally recognized tribes, a population of 255,879 (according to the 2000 Census), and nearly 28 percent of state land earmarked as Indian trust lands, Arizona's Native people are making their voice heard and their influence felt across the state.

Arizona tribal leaders like Navajo Nation President Kelsey Begaye, Hopi Chairman Wayne Taylor Jr., former Gila River Indian Community Governor Mary Thomas, and Salt River Pima-Maricopa Indian Community President Ivan Makil enjoy national acclaim for their innovative programs.

Pre-contact Indian life in Arizona

For uncounted generations, Arizona's First Nations lived, worked and governed their people in their traditional territories. Each tribe possessed, and continues to preserve, its own unique culture, language and history.

Tribes lived in cities, villages or in family groups. Many farming tribes constructed irrigation canals and domesticated animals for food and field work.

While some tribes, most notably the Hopi, tended to live in one area over thousands of years of their existence, others moved with the seasons to ancient traditional camps to care for their animals and feed their families. The scattered Arizona peoples traded with one another and as far away as California, Canada and Mexico for abalone and other jewelry items, baskets and manufactured goods.

Settlers disrupt Native communities

The coming of European settlers, beginning with the Spaniards in the 1500s, brought change and upheaval to Arizona tribes. Thousands of Indians died from infectious disease brought over from Europe, while thousands more were uprooted from their ancestral homes and forcibly marched to barren reservations to make their way as best they could.

Even more devastating to Native cultures were the Federal government's misguided attempts to assimilate Native Americans into the "melting pot." Children as young as four were torn from their parents and thrust into Indian boarding schools. Here, children were beaten for speaking their native tongues, and all other expressions of their cultures and traditions were ruthlessly suppressed.

Government agents also enticed tribal members to relocate from reservations to urban areas in the 1950s, which created the group now known as "urban Indians." The 1990 Census reports that urbans make up only 35 percent of Arizona's Native population; the national average is 54 percent.

Some tribes fought back against the incursions of these strange peoples who denied families and clans the means to live as they always had. Most Americans learn that warriors like Geronimo and Cochise fought the Army without knowing the reasons behind the battles.

Changing policies benefit tribal communities and the State of Arizona

However, the tide is changing for Arizona's Native peoples. As federal, state and local governments work to reverse the failed policies of times past in favor of honoring and upholding tribal sovereignty and facilitating cooperation between tribal and non-Indian governments, the Indian Tribes/Nations are experiencing a renewed sense of purpose. Cultural and language education classes can be found throughout the state; tribal governments are restructuring themselves to more effectively serve their citizens; tribal economies continue to grow and diversify after massive infusions of capital provided from gaming; and tribal members are taking charge of their own lives and decreasing their dependence on government largesse.

The Arizona state government is working hard to include tribes and tribal members in the legislative process as tribal members grow more sophisticated in politics. Four tribal members currently serve in the Arizona Legislature, and more plan to run in November. Tribal community members can be seen in the halls of the Arizona State Capitol, lobbying for bills to enhance roads, health care, and other governmental programs.

Tribal government structures

Although varying in size and influence, tribal governments in Arizona share similar characteristics. Each tribe elects its own leaders and ruling body. Whether the tribal leader is named President, Chairperson or Governor, the democratic process governs elections.

Each tribe also elects its Tribal Council, and some tribes choose the Tribal Secretary or other leadership positions through election rather than by appointment. Elections are run by each tribe's tribal elections office, committee or agency, which also registers eligible voters for tribal elections. The state and county election departments register voters for local, state and national elections, although all election agencies work together to encourage citizens to register to vote.

Tribal economies

While gaming has been a boon for some Indian Tribes/Nations in Arizona, providing needed revenues for health care, education and infrastructure, most tribal econo-

Profile of Arizona Indian Tribes/Nations

mies are still in flux. Agriculture remains a major industry for the southern and western tribes. However, both farming and non-agribusiness tribes are building huge shopping centers, business parks, resorts and other tourism enterprises to build economies and provide jobs for both Indian and non-Indian community members.

Several organizations, including ACIA, offer technical assistance and/or networking opportunities to both tribal governments and tribal members wishing to start and/or enhance businesses. Some of these organizations include:

- Center for American Indian Economic Development, College of Business, Northern Arizona University
- Greater Arizona Development Authority, Arizona Department of Commerce
- Arizona American Indian Tourism Association
- Arizona American Indian Chamber of Commerce
- Arizona Native American Economic Coalition

Private industry has taken notice of the increasing financial clout of the 21 Indian Tribes/Nations of Arizona; businesses that once ignored Native Americans now compete to attract tribal members' business. Studies have shown that each dollar invested in reservation economies returns three dollars in increased sales tax and private business revenues.

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